

Recovery, Healing,
And Remembrance



Part V

Recovery, Healing, and Remembrance April 30, 1995 - March 1, 1996

The official transition from a rescue operation to a recovery operation was made on Sunday, April 30. The Medical Examiner's report indicated that 66 persons were still missing. The recovery effort would focus on the 2,000-square-foot area in the Bowl and the first floor area adjoining the Bowl. The upper floors, except for some of the area next to the Bowl, had been cleared of fall hazards and Widow Makers. Orange plastic snow fencing had been installed along the edges of the upper floors to keep any remaining debris from being blown onto the work parties below. Most of the debris mass across the north front had been removed except for the Christmas Tree. There, debris and huge leaning slabs were left in place to support columns F16 - F22. Rescue Operations continued to monitor the building's stability and issued a plan to be followed in the event of a collapse. The contractors worked to further strengthen columns F20 and F22.

The Fairfax County and Metro-Dade County task forces completed their operations on the morning of April 30. The Puget Sound task force completed its operations at 8:00 p.m. on the same day. The task forces hung their states' flags from the upper floors of the building. As they ended their work, the task forces gathered at the far west end of the Christmas Tree. A worker had spray painted the words "Bless the Children & the Innocent" on one of the slabs. This slab had become a memorial for the rescue workers. The departing task force members listened to brief words of thanks and prayer from Fire Chaplain Ted Wilson.

On April 30, IST engineers noted some signs of cracking in the Mother Slab. The building was evacuated twice in the late afternoon for an evaluation of the slab. Each time, the engineers compared the position of the slab to pictures taken earlier by the Fire Department and determined that work could resume. Two workers were placed on the upper floors to monitor the slab. The engineers continued to use transits

set in the parking lot across from the building to detect any sign of movement in the slab.

The Orange County, California, task force arrived just before midnight on April 30. This task force was divided into day and night shifts. The day shift began operations in the Murrah Building on the morning of May 1. Orange County was assigned to work with OCFD work parties to remove the remaining upper floor debris, which threatened the work in the Bowl, and to work in the East Pile.

Only a limited workforce was needed to undertake the remaining work. Therefore, work parties were reduced to about 60 Oklahoma City firefighters per shift and the last task forces. The use of mutual aid firefighters was discontinued. Some Tinker AFB personnel remained to assist in work at the decontamination sites.

On April 30 and May 1, the workers continued to reduce the East Pile in the Bowl area between columns F22 and F26. Bobcats and cranes were used to assist in the work. Work also continued to remove debris from the area between columns F22 and E22 in a confined area behind the Bowl and next to the Pit. This 40-foot-by-40-foot area held debris from the collapse and debris which the blast had blown from the front part of the building. Work in this area required removing debris in five-gallon buckets. On the evening of May 1, another thunderstorm moved into Oklahoma City. The Menlo Park task force completed its operations at 8:00 p.m. on May 1. Work continued through the night with periodic halts due to lightning. The temperature dropped through the night.

At 7:30 a.m. on May 2, the Incident Command Post was closed and the incident was turned over to Rescue Command. By this time, 138 bodies had been recovered from the blast area. The Medical Examiners Office reported that 39 persons were still missing. The Fire Department reduced its workforce to a special



"Mother" hangs from the top floors of the Murrah Building after being pinned and strapped to the south wall. Snow fencing is placed to prevent debris from falling from the upper floors.

operations force of 15 firefighters. The operational period was limited to the daylight hours of 6:00 a.m. to 6:00 p.m. in order to reduce fatigue. Much of the tedious rubble removal and slab breaking process, formerly performed by firefighters, was turned over to heavy equipment. Two "trackhoes," or backhoes which moved on treads rather than tires, were brought in to do much of the work that had been performed by hand. Midwest Wrecking Company provided the trackhoes and operators skilled in using the long, hydraulic arms which could reach into the rubble pile. Rescue crews continued debris removal in confined areas where the trackhoes could not operate. Cranes continued to be used for heavy debris picks.

Two Oklahoma City Police Department canine teams assisted in the final recovery operation. The canine teams moved over the pile, while the handlers watched the dogs and marked "hits" which indicated the locations of bodies. The operators used the trackhoe buckets to lift the debris. Spotters were placed to observe the work and signal the operators when a body was exposed. The trackhoe would remove as much of the debris as possible. Then firefighters would enter the area using their hands and hand tools to uncover and retrieve the body. The Orange County task force ended its operations at 10:00 p.m. on May 2. By that date, the Incident Support Team (IST) was reduced to a small Technical Assistance Team. The Oklahoma City firefighters continued work in the remaining areas on May 3.

On May 4, Rescue Operations knew that only 18 to 20 bodies remained in the building. Workers began to dismantle the last of the pancake collapse in the center of the Bowl. By 5:30 p.m., all but five bodies had been recovered, three of which were those of infants from the day care center. Although it was time for the day's work to end, the workers were unanimous in wanting to continue until the last bodies were found. Chief Marrs agreed that they could extend the day's operation.

The Police canine teams worked through the pancake area, in line with missing column F24, and confirmed that bodies remained there. One handler, observing that his dog's reactions were similar to those made when the dog played with his grandchildren, said he believed that the bodies were those of children. Between 8:30 p.m. and 9:30 p.m., firefighters removed debris and recovered the bodies of the three children. The Rescue Operations Chief described the scene: "I will always remember the expression on an officer's face as he picked up one of the infants, cradled it, then calmly asked for a body bag — it was a face of indescribable tenderness and grief at the same time." (Fire Engineering, Oct, 1995, p. 88)

Both the dogs and the D-Mort maps indicated that the last two bodies would be close to column F22, at the east end of the Christmas Tree. Operations in this area had been halted for a number of days because the engineers had advised against working in the unstable area. The trackhoe operator agreed to try to move some of the debris. The building was cleared of all personnel except for the Rescue Operations chief and another spotter.

The trackhoe operator began to dig next to the column, but was ordered to stop because of vibrations in the column. Chief Marrs was informed that they could go no further. At 11:30 p.m. on May 4, Chief Marrs thanked the men and declared the Fire Department's operation concluded. The workers shut off the equipment and the lights and walked over to the memorial slab for a few closing words from Chief Marrs and Fire Chaplain Wilson.

By the close of the incident, over 3,000 workers had participated in the Murrah rescue and recovery operation. The workforce included Oklahoma City firefighters and firefighters from more than 75 cities and towns in Oklahoma and over 35 out-of-state fire departments; firefighters and other personnel from Tinker Air Force Base; iron workers, crane operators,

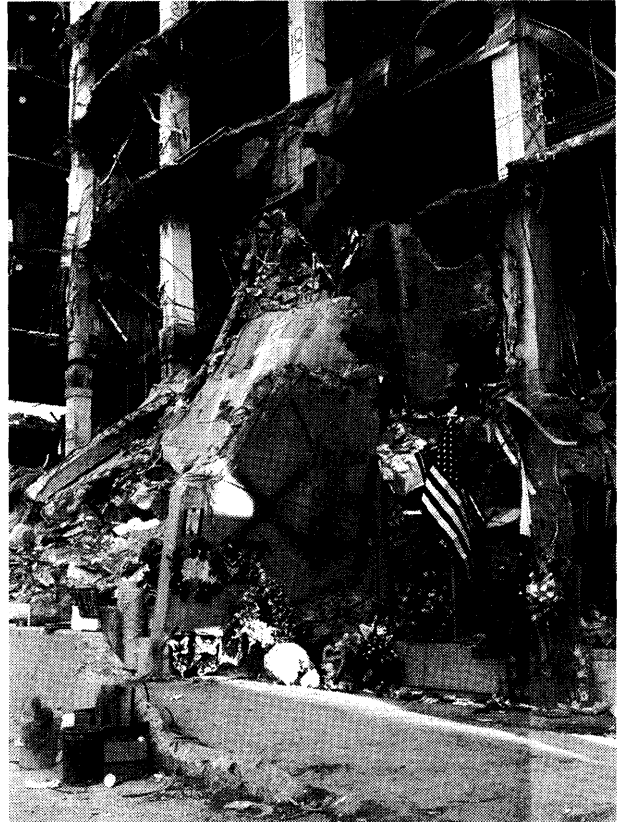


Police dogs and their handlers present from the first day of the incident assisted in locating the final victims on May 4, 1995.

and construction workers; 11 USAR task forces, the Incident Support Team, members of the U.S. Army Corps of Engineers, the U.S. Forest Service, and the U.S. Fish and Wildlife Service; and many volunteers who came from across the nation. The official rescue and recovery operation was conducted without any loss of life. Fifty-seven workers were treated for injuries, many of which were lacerations. The Red Cross, Oklahoma Restaurant Association, and other volunteer groups provided over 188,000 meals during the operation.

Over 1,000 law enforcement and military personnel manned the perimeter each day during the early phase of the operation. The number of officers needed each day was reduced during the incident. An average of 232 Oklahoma City Police Officers and 258 other personnel per day were involved in security work over the course of the operation. Law enforcement personnel from 106 other cities and counties participated in the work. A total of 731 Oklahoma National Guard personnel and 591 personnel from Tinker Air Force Base participated in many areas of the Murrah operation and both contributed supplies, clothing, and equipment.

The criminal investigation, under the leadership of the FBI, included federal agents from the Bureau of Alcohol, Tobacco, and Firearms; the U.S. Marshal's Service; the U.S. Customs Service; the Secret Service; the Drug Enforcement Administration; and the U.S. Postal Inspectors. State and local agencies involved in the



The beginnings of an on-site memorial in front of column F16 next to the "Bless" slab.

work included the Oklahoma Highway Patrol, Oklahoma State Bureau of Investigation, Oklahoma County Sheriff's Office, and the Oklahoma City Police Department.

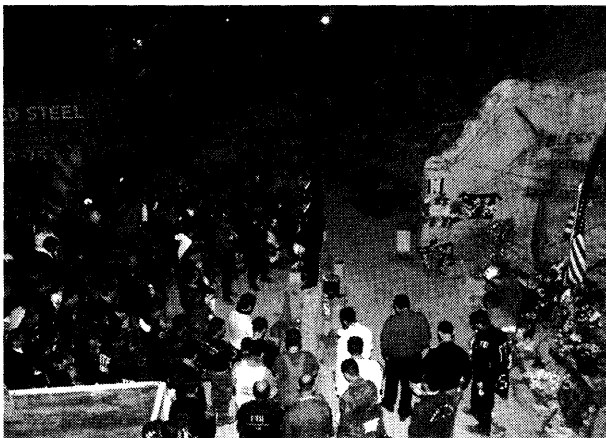
On the morning of May 5, the Police Department reduced the Murrah site perimeter to an area bounded by Dean A. McGee, Broadway, Hudson, and NW 7th Streets. Most Oklahoma City Police and mutual aid security forces were relieved of their perimeter security duties. On May 7, the U.S. Marshal's Service passed control of the Murrah Building to the U.S. General Services Administration (GSA), which used the Federal Protective Service and private security companies to provide perimeter security.

Dr. Robert Allen, the chief of the civilian chaplains, and the military and service chaplains quickly organized a memorial service to provide closure for all the men and women who had participated in or supported the Murrah operation. Several thousand workers and volunteers gathered at the site at 2:00 p.m. on May 5. Masses of flowers were placed at the memorial slab.

The Oklahoma City Fire and Police Honor Guards stood by the podium, which was placed near the crater. The Highland Bagpipes of Oklahoma City marched into the area playing a processional. Dr. Allen, Chaplain Jack Poe, and Chaplain Ted Wilson led a brief service. Governor Frank Keating offered a prayer of remembrance. Mrs. Keating helped pass out single red roses to the workers. As the Pipers played "Amazing Grace," a dozen men and women representing some of the professional and volunteer units placed a large wreath at the memorial slab. At the conclusion of the brief service, the Fire and Police Department buglers played "Taps." The workers surged forward toward the building to toss their roses on the debris. Thousands of citizens lined NW 5th Street from Robinson to Broadway. The workers left the area to the sustained applause of the citizens.

May 5 was the last day of full operation at the Family Assistance Center. The notification teams met with the families of those whose bodies had been recovered and with those of the two persons whose bodies were believed to still be entombed in the rubble of the Murrah Building. Ray Blakeney of the Medical Examiner's staff made his last visit to the Center at 3:00 p.m. The National Guard and Tinker AFB units had been released. The Oklahoma County Sheriff's forces continued to provide security for the Center. The Red Cross staff worked with the GSA, the City, and the Chaplains to arrange for the families of the dead and missing to visit the Murrah site on May 6.

Heavy rains fell on the night of May 5 as the GSA, Public Works, and other units prepared the site to receive the families, close friends, and co-workers of the

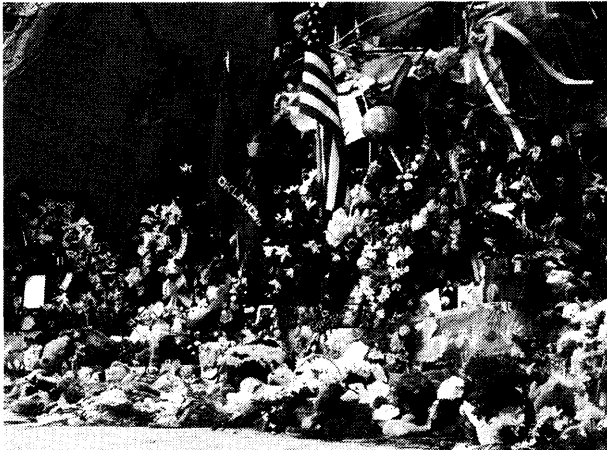


Shortly after Fire Chief Gary Marrs ceased recovery operations on May 4, 1995, the workers gather for a brief closing ceremony near the on-site memorial.

victims. They constructed a walkway at the back of the parking lot north of the Murrah Building. The flowers, poems, stuffed animals, pictures, and other mementos from the shrine at NW 6th and Hudson were moved to the west end of the Murrah site. The night's storm gave way to a warm spring day. At 10:00 a.m. on May 6, buses began to bring groups from the Myriad Convention Center to NW 5th Street and Robinson, where they were greeted by pastors, counselors, and volunteers who were present to lend support. The families walked up Robinson and across the walkway. This was the first time most of the families had been to the site. From the walkway, they could see the silent, gaping building. Many stopped to take photographs. They moved forward to walk along a tape line in front of the building. Volunteers handed roses to each person. Yellow buckets containing pieces of granite from the building were placed so that families might take the pieces. Many people brought flowers, poems, religious symbols, and stuffed animals. The Police, Fire, and Military Chaplains stood by to receive the items and place them in the memorial area. A tent was erected at the east end of the site where members of the City Council, Chief Marrs, Chief Gonzales, and Governor and Mrs. Keating waited to personally greet the families. The long, slow line of families and friends continued to move through the site until 7:00 p.m.

The General Services Administration's (GSA) support for the federal agencies and personnel in the Murrah Building began within hours of the bombing. The GSA's Regional Office in Fort Worth, Texas, mobilized a support team that came to Oklahoma City on April 19 and 20 and established a Command Center in the downtown Medallion Hotel. A GSA field office with 26 employees had been located in the Murrah Building. The GSA worked to support the survivors and to assist the families of those injured or killed. GSA teams and nearly 200 contractors repaired the U.S. Courthouse on NW 4th Street and the old U.S. Post Office on NW 3rd Street, both of which had sustained significant damage and were unoccupiable. By working 24-hours a day, the GSA was able to open both buildings on April 24. The GSA spent \$1.2 million for immediate repairs and estimated that a further \$3.7 million would be required to restore the buildings to their original condition.

Other GSA teams had worked with local agencies and realtors to find office space and relocate the 16 federal offices. Local credit unions assisted the GSA in relocating the Federal Credit Union which was moved



The on-site memorial, which grew from a lone bouquet a few days earlier, is the center for the memorial services on May 5.

to space at the Tinker Credit Union and opened for business on April 20. All displaced agencies were relocated within two days of the bombing. The new offices were supplied with office furniture and equipment. Telephones were installed and programmed to answer the office numbers listed in the telephone directory. In addition, the GSA obtained office spaces for the FEMA and FBI teams assigned to work in Oklahoma City. Much of the office space for the federal agencies was donated by the City and by private owners. Local firms donated some of the office supplies and equipment. Within three weeks, the GSA had also established two permanent telecommuting centers to provide office space for Murrah employees reluctant to return to their regular office settings.

During the rescue and recovery operation, the GSA met with engineers, local and state leaders, and the Oklahoma Congressional Delegation to discuss a course of action for the Murrah Building. It was determined that the building should be razed. The GSA considered using a wrecking ball, but the procedure would take several weeks and expose the workers to safety hazards. The safest and quickest course was a controlled demolition using explosives. The GSA sought and received assurances from elected leaders that the use of explosives would not upset the community. The decision was made to demolish the structure by implosion. In preparation for this work, the GSA awarded a contract to Midwest Wrecking Company of Oklahoma City to remove all documents and fixtures from the building and to remove the debris after implosion. Contracts were awarded to Controlled Demolition, Inc. (CDI) of Phoenix, Maryland, for the implosion and to

Flintco Inc. of Tulsa, Oklahoma, for emergency structural bracing.

Midwest used a crew of 15 to clear each floor. All of the remaining file cabinets, papers, safes, personal items, and computers were removed. In many cases, a computer firm was able to retrieve the information stored in the computers. The building housed 32 pieces of artwork, 22 of which were recovered. Many pieces of high quality granite were salvaged and stored for use in a future memorial. The building's bronze dedication plaque, which weighed 45 pounds, was found four blocks from the site. The GSA received and stored many personal items and ensured that they were returned to the survivors or the families. The building's freight elevator was repaired and used to move a Bobcat to each floor. The remaining debris was pushed into large rubble piles and then into dumpsters suspended at floor level. After the FBI searched the debris for evidence, it was taken to the Gun Range for sifting. The debris removal process required about a week and a half.

The GSA determined that the undamaged underground parking structure would be left in place. Flintco installed temporary shoring which would flex with the explosion while protecting the parking structure from damage. The Murrah Building and the parking structure shared a common elevator and stairwell core which were separated by a one-inch joint. Flintco and Midwest worked together to separate the two structures by cutting a 12- to 16-inch trench into the concrete plaza. The FBI sprayed bright orange paint on the portion of the Christmas Tree believed to contain the bodies of the last two victims. Flintco covered the area with both visqueen and a top layer of "Geotextile fabric" to provide a combination which would protect and identify the area after the implosion.

Murrah Building Manager Don Rodgers of the GSA, a Murrah survivor, planned a memorial service for the survivors on Friday, May 12. This service was canceled due to bad weather. The service was reorganized and held on Mother's Day, May 14. Admission was limited to those who had worked in the building and their families. Some came in wheelchairs or on crutches. Many still wore bandages. Dr. Robert Allen opened the brief service in which the Service Chaplains participated. Mr. Rogers spoke personally and eloquently to the survivors. A soloist sang the song "Friends." A representative of each agency came forward. As the name of the agency was called, a wreath was passed to its representative and then the wreath was placed at the base

of the orange-painted debris mass. After the Benediction, the notes of "Taps" echoed through the site. The bagpipe company, which was scheduled for the Friday service, could not attend on Sunday. However, the Red Lion Pipes and Drummers came to the site and played in salute to the survivors.

Once most of the debris was removed from the Murrah Building, experts from Controlled Demolition, Inc. (CDI) began preparations for the building's implosion. In the implosion process, small amounts of explosives are used as a catalyst to start a progressive collapse. The process normally relies on the building's structural integrity. The Murrah Building was slightly out of plumb and missing beams and floor slab reinforcing. Because of the building's unstable condition, demolition crews treated it as three independent structures. Stability was added to the heavily damaged eastern portion by attaching two thick steel cables to the east wall and tensioning them to the center columns on the fourth and fifth floors. Explosive charges were set in the shoring, which was installed during the rescue operation, so that the shoring was taken out as the supporting columns were detonated. This work was required to facilitate a controlled collapse. The less damaged western portion and the almost freestanding elevator and stairwell core were separately treated and prepared.

CDI placed small nitroglycerin charges in several hundred locations throughout the building. Less than 150 pounds of explosives were placed, most in structural columns on five different levels of the building. Small holes were drilled into the columns and stuffed with a single charge. Both Geotextile fabric and chain link fencing were wrapped around the columns to prevent material displaced by the blast from leaving the building's periphery. The implosion was designed in such a way that the east and west walls would fall inward, the floors would drop in place, and the elevator and stairwell core would fall last, on top of everything.

The Murrah Building was imploded on Tuesday, May 23. CDI crews placed themselves at several vantage points surrounding the building. The detonating device was located just south of the Murrah Building, with CDI's Doug Loizeaux controlling the switch and the countdown. Thousands of people, including many survivors and families of the victims, came to watch. The charges were detonated at 7:01 a.m. The shell of the federal building crumbled to the ground in seven seconds. Many people gasped, some cried, some hugged each other, and many stared blankly as a stiff

breeze blew away the huge dust cloud and revealed the tangled pile of the once proud building. For many survivors and families, it marked an important step in the healing process.

The implosion took place as planned, except that the elevator and stairwell core fell northward, causing debris to slide back a little to the south and into the parking deck. The damage to the parking structure was minimal. By noon, crews from Midwest Wrecking mobilized their equipment and began assisting federal authorities in the search for evidence and remaining victims.

Heavy machinery, including a trackhoe fitted with a pulverizer, was used to break and remove debris in order to reach the area containing the bodies. Midwest Wrecking was directed to lay out each piece of debris for on-site evidence evaluation and collection. The debris not identified as evidence was trucked directly to the City landfill, rather than to the Gun Range.

On Monday, May 29, staff from the Medical Examiner's Office was called to recover the bodies of the two known remaining victims. When the debris was removed, they found the bodies of two credit union employees. They also found the body of a third person, a visitor to the credit union, whose name had been added to the missing persons list only a week earlier. Federal authorities completed their investigation on June 2 and Midwest Wrecking was given approval to remove the remaining debris. An estimated four to five thousand tons of debris were removed from the site. The Murrah site was leveled and grass planted. Fencing was erected to enclose the site. The fencing extended across NW 5th Street to enclose the severely damaged Water Resources Board, Athenian, and Journal Record Buildings. The GSA's total cost for supporting and relocating federal offices, repairing the Courthouse and the Old Post Office, and the work at the Murrah site was in excess of \$30 million.

The FBI, the ATF, and other law enforcement agencies continued the debris-sifting process at the Sheriff's Gun Range until June 4. Over 450 tons of debris were sifted and examined. When all of the materials needed as evidence had been collected and removed, the remaining debris was trucked to a landfill. The heavy trucks and debris caused considerable damage to the Gun Range. Federal funding was provided to repair the damage and the area was further developed as a driving course for use in law enforcement training operations.



The Oklahoma City Police Department's Property Room had received all of the personal property recovered from the Murrah Building during the rescue operation. A 28-foot trailer had been placed near the temporary morgue. Items were placed in the trailer as they were recovered and then transported to another large trailer placed near the Police Property Room. The Property Room staff notified the owners and/or next of kin and released the property to them upon proper identification. The Property Room handled over 440 separate property cases. On May 18, all of the remaining property was transferred to the GSA.

Many agencies were involved in the work to conclude all aspects of the rescue and recovery operation, to assist the victims, and to help in the healing process. On April 30, FEMA opened a Recovery Service Center (RSC) in the Shepherd Mall shopping center on NW 23rd Street. The RSC was designed to centralize disaster-related services in an accessible location. The RSC was staffed by 96 people from 14 federal, state, and local agencies, and volunteer organizations directly associated with the provision of immediate and long-term disaster relief and assistance programs. The RSC provided assistance to persons displaced by the bombing, to the owners of damaged buildings, and to the victims and their families.

Local and national firms donated computers for the RSC and a program to provide a shared database which linked the survivors to services, funds, and long-term resources. By May 10, several other service organizations joined the RSC operation and over 1,000 people had registered for some kind of assistance. FEMA funded the lease costs through July of 1995. The Red Cross took responsibility for the lease costs beginning in August. The Red Cross and other agencies and community-based organizations have continued many support programs through the Center.

The Family Assistance Center, which was quiet after May 5, was officially closed on May 9. The State Department of Mental Health and Substance Abuse Services assumed responsibility for providing mental health services to the victims and families. The Department used FEMA funds to form a special unit called "Project Heartland," with offices at 5500 N. Western. Project Heartland opened in May 1995 and has provided continuing, free, short-term counseling to the victims, the families, and others affected by the bombing. The services include support groups, play therapy for children, and presentation of outreach seminars on handling grief and stress. Project Heartland has served

over 2,000 clients and provided outreach services to over 40,000 people. Other mental health professionals and groups have continued to provide support to the victims and to the community.

The Police and Fire Departments provided mandatory Critical Incident Stress Debriefings to all personnel who participated in any phase of the Murrah operation. The debriefings were designed to provide closure by allowing the participants to discuss what they had seen and done. The Oklahoma Critical Incident Stress Management Team (OCISM) and the Fire Department arranged for the Texas Critical Incident Stress Management Network to conduct formal stress debriefings. The Network assisted the Fire Department by providing 16 teams, which included mental health workers and firefighters, and scheduling 59 debriefings and six make-up sessions to reach all firefighters. OCISM arranged for trained outside teams to provide debriefings for all Police Department personnel. They scheduled 97 sessions which were held from May 15 through July 7. They also arranged for teams from across the country to provide similar services for all Oklahoma mutual aid fire and police personnel who participated in the operation. EMSA and the federal law enforcement agencies provided CISM debriefings for their personnel. CISM sessions were also made available to workers in other City departments.

In addition to the CISM program, the City of Oklahoma City developed a Managed Mental Health Care Program to provide short-term and long-term mental health services for employees who might be clinically diagnosed with post traumatic stress disorder. The Plan provided for payment of 100% of the costs for treatment including all prescribed medications and inpatient and outpatient treatment as required by treating physicians. Funding for this program was obtained through the Community Council. Services were provided to about 15 City employees and dependents.

The Oklahoma City area radio and television stations and newspapers provided coverage of all aspects of the bombing, which contributed to community understanding and healing. Most used all of their reporters, including special assignment and sports reporters, to cover the incident. Many of the reporters carried out their professional responsibilities despite concerns for family members and friends who were victims or were involved in the rescue work. The extensive coverage included biographies of those killed and continuing information about the injured and the needs and concerns of the families. The media helped mobilize vol-

unteers and gather support, supplies, and assistance. The broadcast media provided information hot-lines, help lines and call-in programs that met a variety of needs. The *Daily* and *Sunday Oklahoman* developed a continuing special section devoted to the rescue effort and the community's response. Coverage of the Memorial Services and the implosion helped provide closure and healing for the community.

The community, the state, and the nation have recognized and honored the rescue workers. Governor Keating awarded a decoration similar to a military campaign ribbon to those who participated in the rescue and criminal investigation operations. The award is a blue ribbon, in the color of the State's Flag, with a gold metallic map of Oklahoma, and the date April 19, 1995. The ribbons were presented to public safety workers through their agencies. A matching lapel pin was presented to all nonuniformed state, local, and federal law enforcement agents. The cost of the ribbons was donated by the Oklahoma Association of Insurance Agents.

The City Manager directed staff to undertake operations and programs necessary to recover costs associated with the rescue effort and to begin planned reconstruction in the area around the Murrah Building. On April 24, the City Manager appointed Fire Chief Gary Marrs and Fire Business Manager Cathy Ginter to be coordinators of the program to document and submit the information needed to receive reimbursement from FEMA for the expenses associated with the bombing. Representatives from FEMA and the State Department of Civil Emergency Management met with City staff on April 24 and explained what expenses would be eligible for reimbursement under the provisions of the President's Emergency Declaration and the Stafford Disaster Relief and Emergency Assistance Act. Departments were told that overtime pay, but not regular time, was eligible for reimbursement. Departments were advised to be sure that good overtime pay records were maintained for all personnel involved in the disaster effort and good documentation maintained for all other disaster related expenses.

FEMA provided an on-site representative who met regularly with the Fire Department Business Manager to review the documentation and identify problems. They explained that FEMA would post-audit the disaster fund payments and require repayment of any undocumented item. FEMA required the City to follow its regular purchasing procedures and obtain and document three quotations for each item ordered. Purchase

orders, invoices, and delivery tickets were required for each submitted item along with name and title of the person who ordered the item and the date and time. FEMA reviewed every submission and double-checked every calculation and extension. Since FEMA's involvement began within days of the bombing, all personnel were notified of the need to keep the required information. The necessary resolutions for the Mayor and Council to authorize open market purchases that exceeded the City Charter's emergency purchase limitations were prepared and adopted.

Under FEMA's procedures, the City's claim was submitted to the State Office of Civil Emergency Management along with claims for all of the other cities and counties which expended resources in the incident. The City submitted applications totaling over \$3 million. Payments of about \$2.8 million have been received with some items still in the FEMA appeals process. Business Manager Ginter credits much of the successful financial recovery process to Fire Department staff and other City personnel who used their training and knowledge to follow the standard purchasing procedures and keep good documentation during the incident.

As the rescue and recovery effort drew to a close, the City began considering ways to bring about recovery and redevelopment in the blast area. The Murrah Building had been constructed as a part of the City's 1960s and 1970s urban renewal effort. It was the northern most building in a planned redevelopment program for the central business district. Some development and private improvements had taken place in the area between NW 5th and NW 10th Streets. However, this area had never made a full transition. Vacant lots and buildings were interspersed among older churches, small businesses, and professional offices and some older residential structures. Many of these buildings were severely damaged by the blast. Officials were concerned that the area would stagnate unless financial assistance and sound planning were provided.

Housing and Urban Development Secretary Henry Cisneros indicated that the Clinton Administration wanted to be of assistance to Oklahoma City. As a result of meetings between City Planning and HUD officials, the City was invited to submit a request for funding. Oklahoma City Planning Director Garner Stoll and his staff identified the need for funds to rehabilitate the damaged buildings including the churches, construct site improvements, and generate economic



recovery in the area. The Oklahoma Congressional Delegation led the effort to pass a special Congressional Declaration which provided \$39 million in supplemental Community Development Block Grant (CDBG) funds designated for rehabilitation and economic development in the area.

Guidelines for the administration of the supplemental CDBG funds were developed and approved by the City Council on November 14, 1995, and January 16, 1996. The guidelines provided for expenditures which would assist business owners with documented losses not recoverable from other sources; provide revitalization loans to assist in further economic recovery; set aside funds to rehabilitate the churches to the extent not covered by insurance; provide streetscape improvements along several major streets; and provide planning, development, and administrative assistance. The Council designated a panel to receive grant applications. The panel consists of an Assistant City Manager; the Planning, Neighborhood Enhancement, and Public Works Directors; and the Director of Second Century, a City-sponsored downtown redevelopment authority. Many businesses and offices in the area have reopened and others are being repaired. City staff and area business owners are working together to develop revitalization plans for the area, with a special focus on the Broadway corridor.

The Congressional Declaration was approved on July 27, 1995. However, the funds were not made available to the City until January 10, 1996. In order to provide interim funding to assist local business and property owners, the City redirected some existing CDBG funds to a Small Business Grant Assistance Program which could provide grants of up to \$10,000. The Oklahoma City Chamber of Commerce assisted in the administration of this program, which received 122 applications for grant funds. As of February 20, 1996, 56 applicants were awarded grants totaling \$381,263.

The City also undertook work to account for funds donated for specific purposes and/or designated for general victim and disaster relief. On September 6, 1995, the Mayor and Council adopted a Resolution establishing a Fire Department Trust and Agency Fund to receive and account for donations to the Fire Department and a Mayor's Disaster Relief Fund for the other donations. The purpose of the Mayor's Fund is to meet uninsured or unreimbursed expenses relating to medical care, funeral expenses, property loss, basic support and maintenance, and other reasonable expenses of the survivor groups needed to help restore

their lives and to assist others in the community affected by the bombing. This Fund is also helping with scholarships for about 150 children who lost one or both parents. The Mayor's fund is administered by the Oklahoma City Community Foundation, Inc. As of February 16, 1996, the Mayor's Fund had received slightly over \$2 million from which almost \$900,000 has been disbursed. Many organizations and corporations also established funds and foundations to provide various kinds of assistance to the victims and their families. The Oklahoma Legislature enacted a measure to establish the Murrah Crime Victims Fund to accept and expend funds given to the State on behalf of the victims and provided for the administration and use of the funds.

The Oklahoma State Department of Health undertook the work of documenting the injuries from the Murrah Bombing. On April 21, 1995, the Commissioner of Health designated physical injuries and other health-related conditions as a reportable condition for special study. The Department's Injury Prevention Service was designated to gather information on all persons treated by physicians for physical injuries directly associated with the blast. Information was gathered from many sources including hospital and ambulance records, physician surveys, building occupant studies, a newspaper survey which called for all survivors to report their injury status, and a survivor survey. The Department gathered and analyzed the data and published interim reports. A final report is expected in the Summer of 1996. A copy of the Department's April 10, 1996, Interim Report is an Appendix to this Report.

A temporary memorial, called the "Heartland Memorial Chapel," was built on the First Methodist Church parking lot at NW 5th Street and Robinson Avenue, just east of the Murrah site. Materials and labor to construct the small, open structure were donated by community firms. The Chapel was dedicated on July 5, 1995, and serves as a focal point for visitors to meditate and to leave tokens of remembrance.

Mayor Norick has appointed a Murrah Federal Building Memorial Task Force composed of 350 people representing a balanced, broad-based, cross section of the community. The Task Force's mission is to create and administer a planning process which will result in an enduring, appropriate Memorial which is sensitive to the feelings of those most directly affected by the bombing. The Task Force is also responsible for providing funding for the completion of the Memorial. Task Force leadership is provided by an Advisory

Committee of 160 members, a Coordinating Committee, an Executive Committee, and 10 operating subcommittees. Bob Johnson is Chairman of the Advisory Committee and of the Coordinating Committee. The Memorial Ideas and the Family and Survivors Subcommittees have been working for several months to define the objectives of the memorial. Meetings, surveys, and a computer WEB site have been used to receive opinions and suggestions. The Subcommittees are nearing the end of their work and will present their findings to a Drafting Committee. A Memorial Mission Statement is expected by the end of March 1996. The Task Force has also been working to develop an inter-governmental letter of understanding that will set forth mutual concerns and the responsibilities of each local, state, and national entity or agency that has a role in the development and maintenance of the future memorial.

The Murrah rescue and recovery operation lasted 16 days. Almost all who survived were out of the building before 10:30 a.m. on April 19. The last survivor was found at 7:00 p.m. on that day. A total of 168 people lost their lives in the Murrah bombing. Of these, 163 were people in the Murrah Building who were killed or died of injuries. The dead from the Murrah Building include 19 children from the America's Kids Day Care Center and the Social Security Office. There were four other deaths from the bombing. Of these, one was in the Athenian Building, two were in the Water Resources Board Building, and one was outside. In addition, a

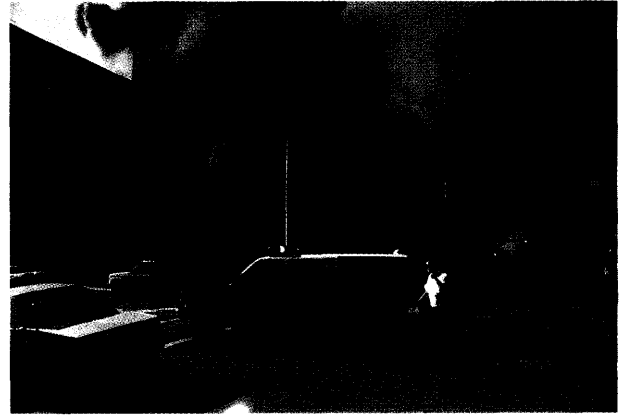
volunteer nurse died of injuries sustained from falling debris on April 19.

Ninety-one percent of those who were in the Murrah Building at the time of the explosion were killed or injured. Of these, almost one-half were killed. A total of 675 people in the blast area received nonfatal injuries. Of these, 166 were in the Murrah Building, 126 were in the Journal Record Building, 77 were in the YMCA, 39 were in the Water Resources Board Building, 4 were in the Athenian Building, and 167 were injured in other buildings. In addition, 60 persons who were out of doors were injured, and 36 injuries were reported for persons for whom their location on April 19 is not known. Of those injured, 83 were admitted to hospitals for treatment. It is believed that two-thirds of the injuries to those hospitalized will result in disability.

Mayor Norick has announced plans for an April 19, 1996, Memorial Service for the survivors and the families of those killed in the Murrah bombing. In the Service at the Myriad Convention Center, the community will remember its dead and reflect upon the events of April 19, 1995, and the days that followed. The community will again honor the selfless courage and dedication of all who served. Oklahoma City will never forget the tragedy of the Murrah bombing. But Oklahoma City will remember with pride the steadfast caring and commitment of this community and the compassionate response of the people of Oklahoma and of the nation.



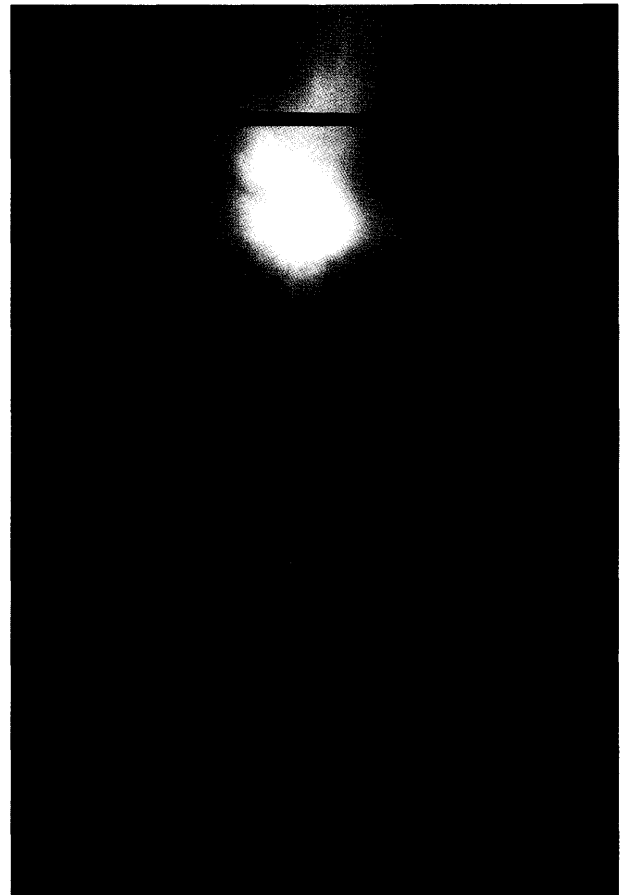
Members of Engine 1 stretch handlines in preparation to attack the burning cars. An injured man, recently removed from the first floor of the Murrah Building, lies in the street awaiting medical care.



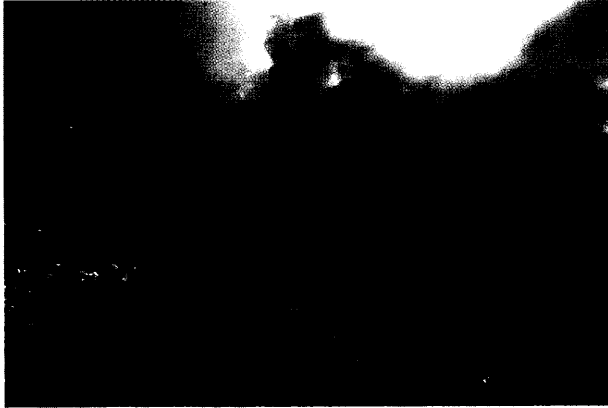
District Chief Robert McMahon establishes the initial Command Post at the corner of 6th and Harvey as the smoke rises above the Journal Record Building.



The driver of Truck 7 operates the platform, acting as a temporary "elevator" for people and supplies needing to reach the upper floors of the Murrah Building. The pile of debris from the collapsed floors rises above the apparatus. The gray, cloudy sky is clearly visible above the building and through the "windows" on the east wall.



This is the view first-arriving units encountered upon their approach to the Murrah Building from the west. The bright sun is a mere glow through the smoke. Visibility is so poor the damage to the Murrah Building is barely evident.



Contents of the Murrah, Water Resources Board, and Athenian Buildings, as well as vehicles, litter 5th Street while black smoke rises toward the sky.



OCFD Special Teams District Chief Mike Shannon greets a team of rescue dogs and their handlers and prepares to give them their assignments. The group is surrounded by debris from the Murrah and Athenian Buildings. Vehicles crushed by the tremendous pressure created by the blast rest in the background.



This area will become the Rescue Command area. This loading dock, located at the west end of the Murrah Building, sustained only minor damage. It will soon be transformed into a state-of-the-art command center for OCFD Rescue Command, FEMA IST, and USAR personnel.



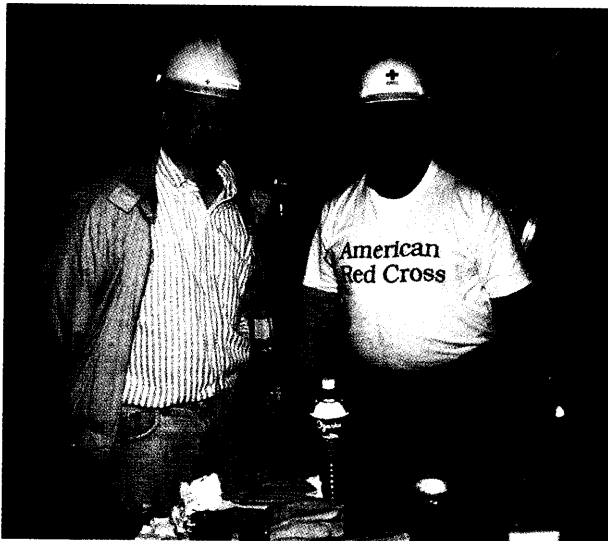
An "empathy monkey" tours the Murrah site to lift the spirits of workers.



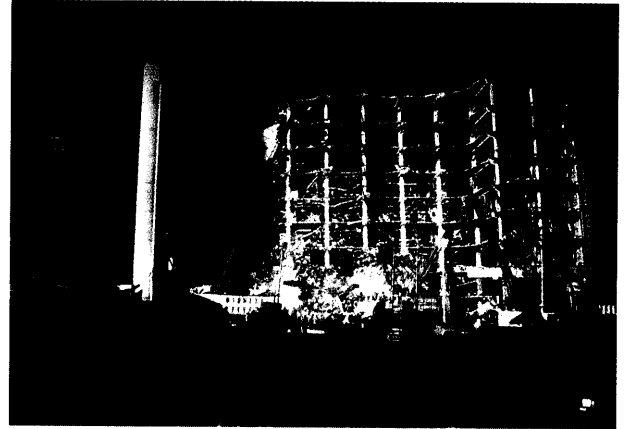
Rescue workers, law enforcement personnel, and volunteers solemnly gather for the May 5th Memorial Service at the Alfred P. Murrah Federal Building.



OCFD crew members receive decontamination spray after finishing their shift inside the building. Ensuring the health of all workers was a primary concern during the incident.



Red Cross volunteers stand at their post to offer supplies, food, beverages, and support. Volunteers were available 24-hours a day to support the rescue, recovery, and investigative efforts.



Three cranes are utilized late into the night to remove the larger pieces of debris and provide truck-size dumpsters to be filled by hand with smaller debris. Safely coordinating the many activities was a primary concern throughout the incident.



The "Mother Slab" or "Slab from Hell" hangs by a few strands of steel rebar at the top of the "Bowl." Estimated to weigh 35,000 pounds, it caused concern for several days until it was finally anchored to the rear of the structure.



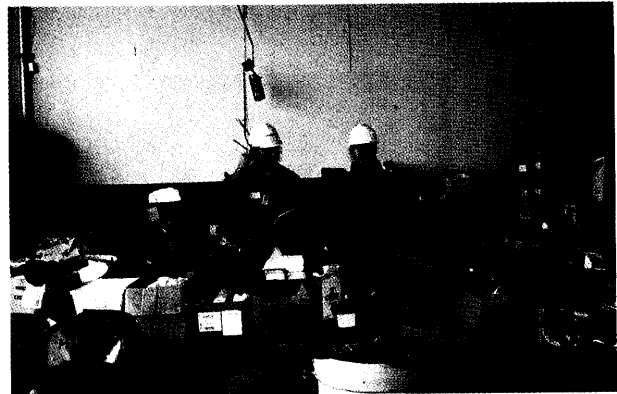
Steel pipes provide lateral support for Column F22. The second and third floors were ripped away by the force of the explosion.



Looking up from the first floor through the reinforcing steel pipes, the east end of the "Forest" and its heavy shoring timbers are clearly visible.



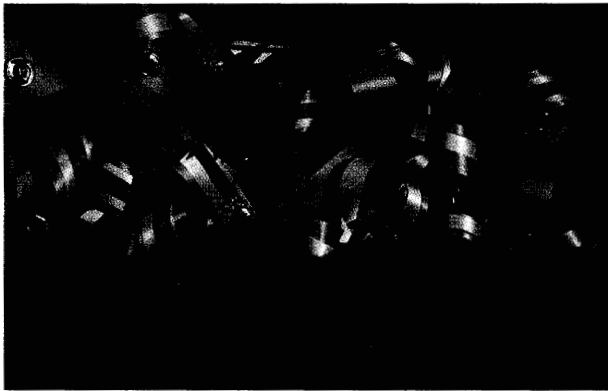
One of thousands of signs received during the Murrah incident is placed on a fence where workers entering and leaving the area can view it.



Volunteers staff a small supply station inside the Murrah Building's loading dock, next to Rescue Command officers. Much of the equipment and supplies used during the incident were donated by individuals and organizations.



Local firefighters work alongside USAR Task Force members to clear debris from the "Pile" on the north side of the Murrah Building.



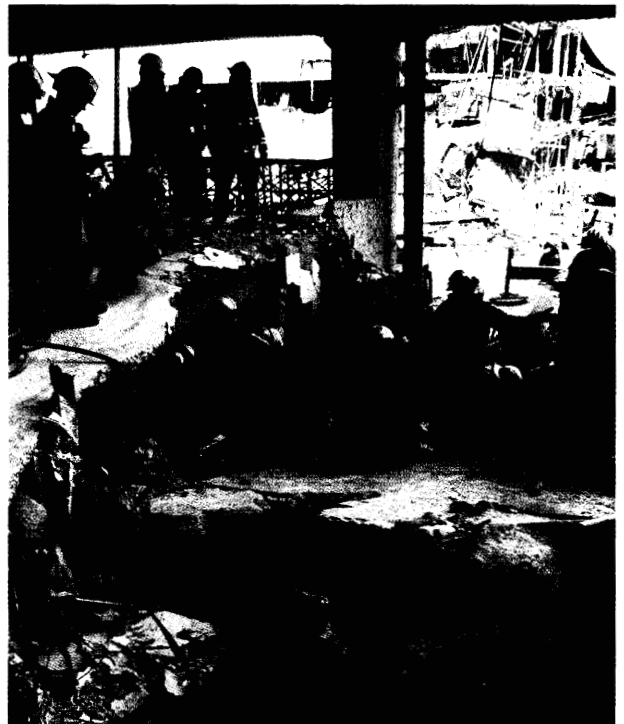
A box of angel ribbons made by victims' families is provided for distribution to the workers. Another symbol of this incident, they were cherished by each person who received one.



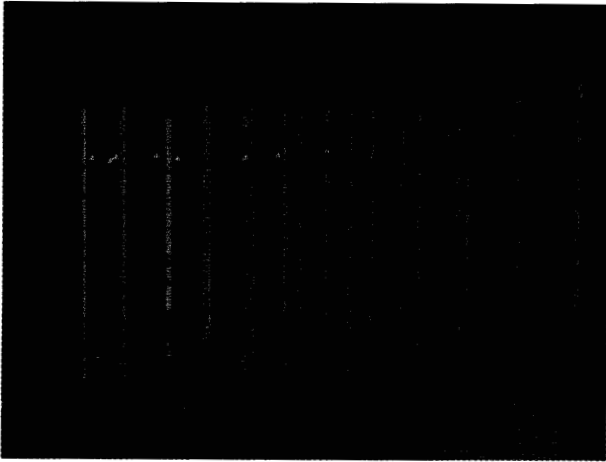
OCCFD and USAR crews survey a floor of the Murrah Building and discuss the tasks needed to clear the area of victims and debris.



Serving as an example of the support from communities around the world, this teddy bear found its way to the Rescue Command area and was named an honorary rescuer and clothed accordingly. The message on the card states, "Dearest Friend, Everyone needs a teddy bear sometimes. I'm just for you. I would like to remain in the building after all the work is done. Please leave me there when you leave."



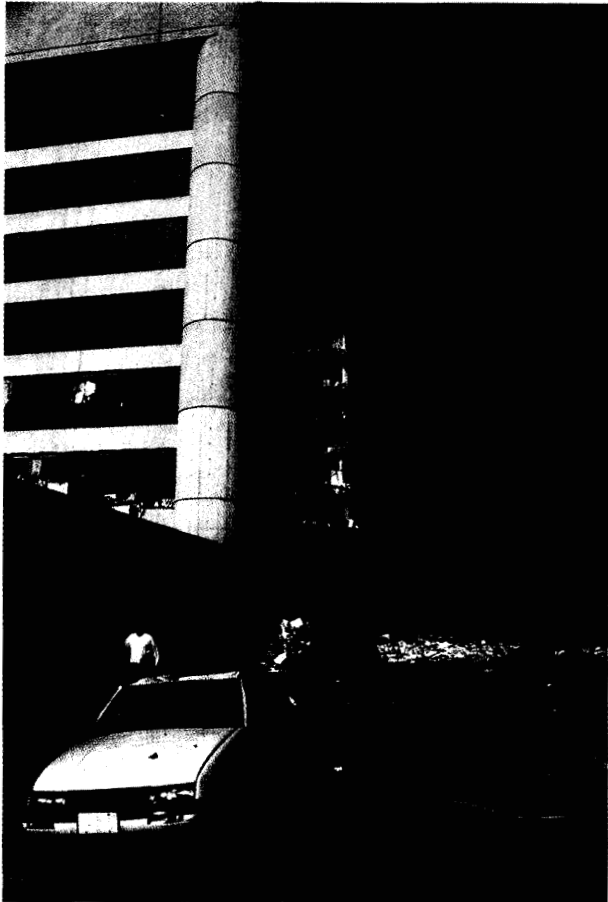
Crew members work near the west end of the Murrah Building to remove debris and search for victims. The partially collapsed Athenian Building is visible in the background.



This 3-D image, showing the last known location of missing victims, was provided by Southwestern Bell.



OCFD crews remove debris in an effort to locate victims who may be trapped or entombed in the massive pile of rubble on the structure's north side.



Vehicles crushed by the powerful force of the explosion rest in the street as an unidentified man walks away from the destruction. The east wall stands with little support from what is left of the structure, while the western portion of the damaged structure looms in the background.



A crushed car, facing the wrong way on the one-way street and less than 30 feet from the crater made by the explosion, sits in the front of the Murrah Building.



A truck company raises its ladder to the upper floors of the east wall in an effort to reach victims trapped on ledges. Those remaining on the small "islands" still attached to the east wall have no way to escape except down the ladder.



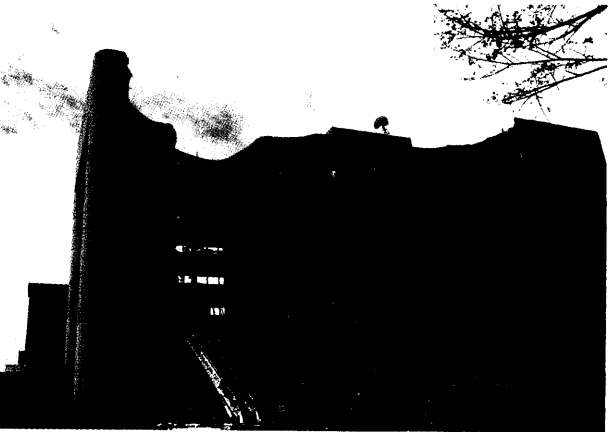
This aerial view shows the amount of damage surrounding the epicenter of the attack and displays why such a large area had to be secured for the rescue and investigation efforts.



An OCFD Engine officer prepares to attack dozens of burning vehicles located in the parking lot across the street from the heavily damaged Murrah Building. The black smoke from these fires obscures visibility in and around the structure.



An EMSA ambulance waits at the NW corner of the Murrah Building while other public safety crews search for victims who may be trapped in or around the structure.



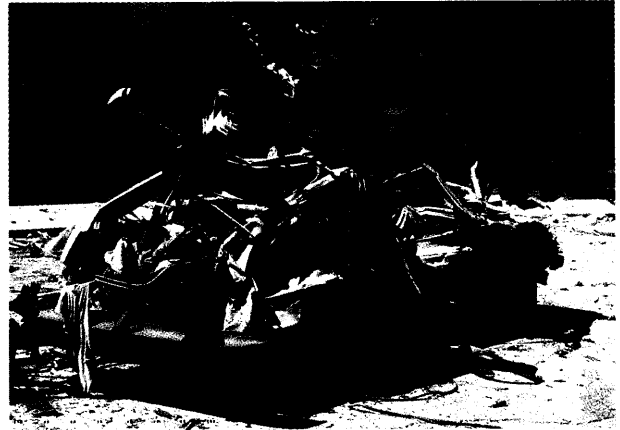
OCFD truck companies use their ladders to provide rescue crews access to the victims located on various floors of the Murrah Building.



A truck is hastily removed from the north side of the Murrah Building after the 10:30 a.m. evacuation order. A triage area lies in the street, deserted by the medical personnel ordered to leave only moments ago.



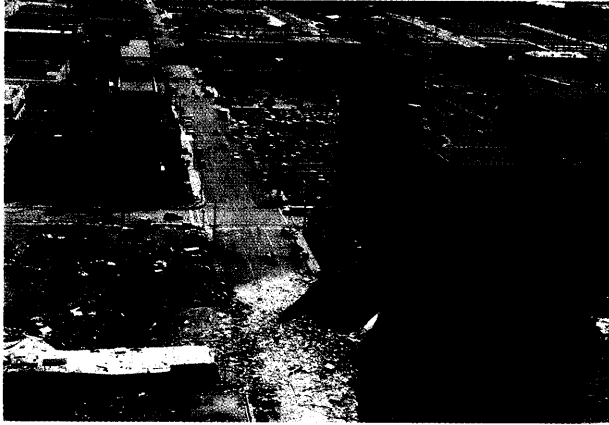
This landscape, which shows the intersection at 6th and Harvey, will change dramatically over the next 16 days. The foreground parking lots will become "Satellite City," while the parking lot in the background will become the Command Post area.



A heavily damaged vehicle rests on 5th Street. The force of the explosion, estimated to be near 6,000 psi at the source, turned the vehicle 180 degrees. Shrapnel damage to the side of the car that faced the source of the blast at the time of the explosion is readily apparent.



One of the first rescue dogs and its handler prepare to enter the Murrah Building to search for survivors trapped beneath a mountain of debris.



The north face of the Murrah Building has crumbled into a pile of debris and littered the street with its contents. The Athenian Building has partially collapsed, dozens of cars clutter the parking lot and street, and the YMCA Building stands battered and broken while rescuers wait for the "all clear" to reenter the structures.



A search dog and its handler begin the task of locating victims. Walking on the debris is difficult for both four-legged and two-legged rescuers. The broken glass and sharp objects create difficulties for the unprotected paws of the dogs.



An Allied Steel crane removes heavy debris while crews remove the smaller pieces in an effort to reach victims trapped beneath tons of rubble.



Assistant Fire Chief Jon Hansen, who served as the primary spokesperson for OCFD, talks with a local reporter during one of the several cool, wet days of rescue and recovery operations.



Special Operations Chief Mike Shannon (left) and Assistant Chief Jon Hansen examine a toy recovered from the day-care center of the Murrah Building. Nineteen children died in the structure, and many others were injured in the Federal Building and surrounding structures.



Major Craig Rolke explains to OKC Mayor Ron Norick the various operations rescue and recovery crews are conducting in and around the Murrah Building.



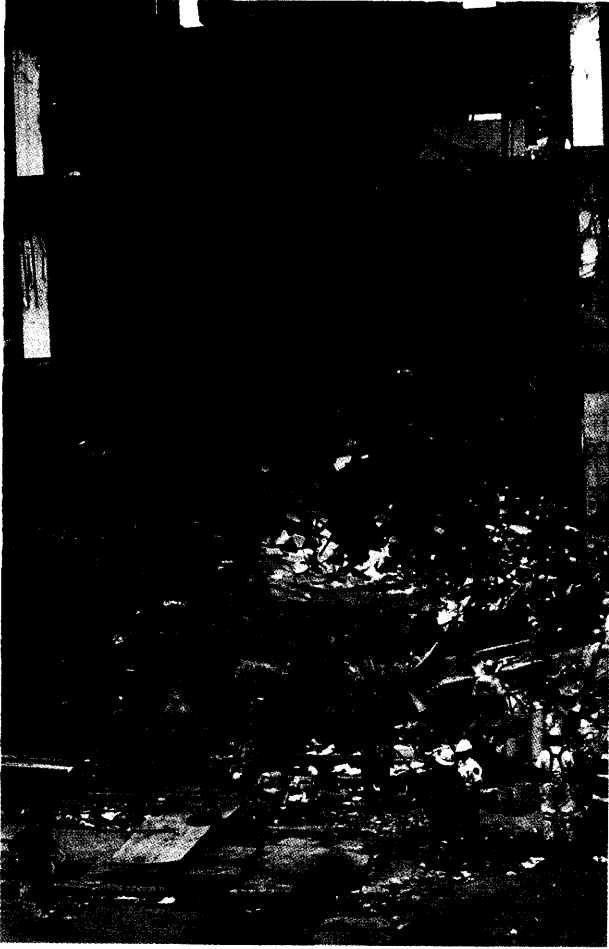
USAR members gather near the Murrah Building for a private memorial service on their last shift at the site.



OCPD Sgt. Bill Martin accompanies Mayor Ron Norick from "Satellite City" for a brief tour of the Murrah Building.



Flags from various agencies working in and around the Alfred P. Murrah Federal Building hang from the western-most windows as a symbol of cooperation, solidarity, and support.



Crews concentrate on the "Bowl" area during the final days of the recovery operations.



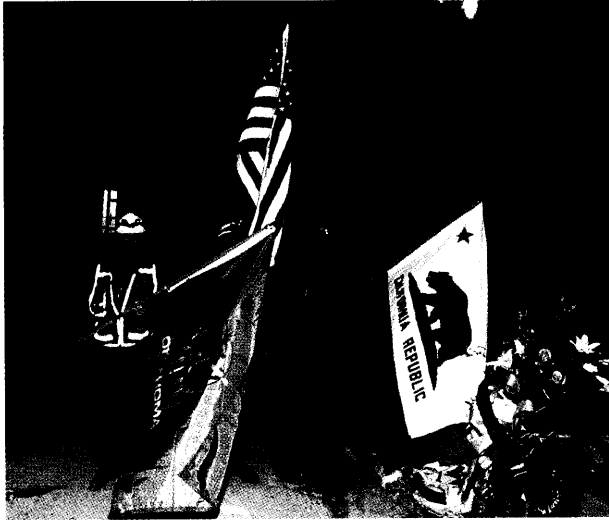
OCFD crews work to remove debris from the "Pile" on the north side of the building.



Four-legged rescuers and their handlers take a well-deserved break after conducting search operations at the Federal Building.



After removing tons of "widow makers" and installing snow fencing on upper floors, crews prepare for their final assault on the "Pile" and "Bowl" areas.



Three workers prepare to display flags at the on-site memorial location near the west end of the Murrah Building.



Personnel from various agencies work on the north debris piles from the "Bless Slab" (foreground) to the east wall of the Murrah Building.



The on-site memorial area begins to take shape during the final days of recovery efforts. An upright slab near the west end of the structure is designated the "Bless Slab" because of the painted inscription seen here.



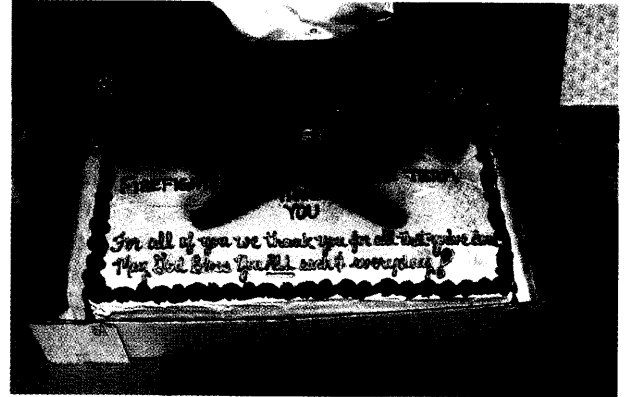
USAR crews and law enforcement personnel work near the west end of the Murrah Building in an effort to clear debris and locate victims or evidence.



Various crews work the "Pile" and upper floors in an effort to remove tons of debris and locate victims.



Nearing the end of operations, rescue workers and law enforcement personnel gather near the "Bowl" and prepare to finish a difficult job. A USAR task force has left words of encouragement for all workers to see.



A delicious cake with words of encouragement for the workers arrived near "Satellite City." Although there was not enough for all the workers, it was enjoyed by a few fortunate individuals.



Governor Frank Keating greets several members of the Dallas Cowboys football team before they tour the site. Even those who were not big fans of "America's Team" were impressed by their support and kindness.



Crews work near the "Bowl" area to remove debris and locate victims. The tarps cover the blast crater, which was approximately 40 feet in diameter and 10 feet deep, so that potential evidence will not be disturbed.



A crane lifts a large piece of concrete from the "Pile." These "pick" operations removed tons of debris and gave other workers peace of mind while the search continued.



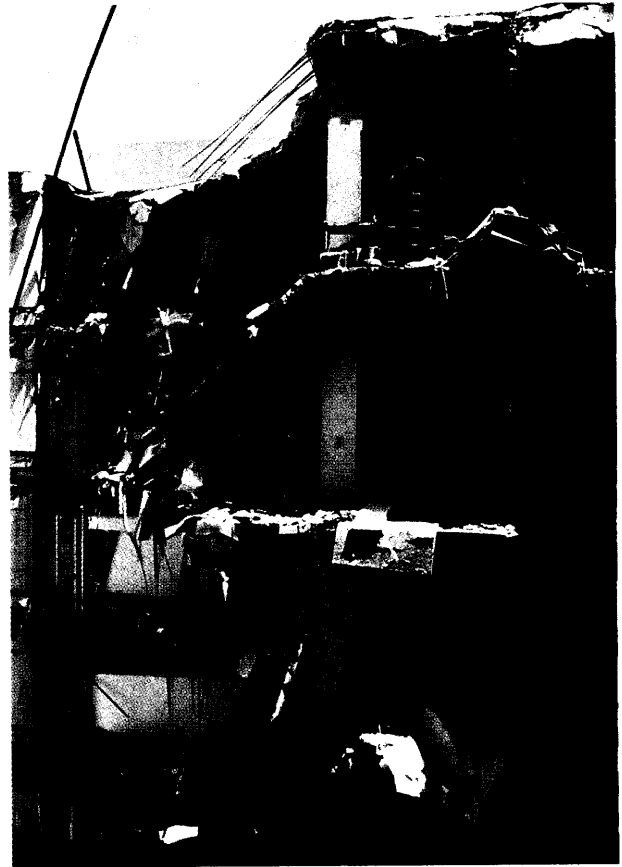
Governor Frank Keating thanks some of the rescuers who assembled for a moment of silence one week after the April 19 bombing.



The Oklahoma Water Resources Board Building shows the scars it received from the massive explosion across the street. The Murrah Building was not the only structure that suffered damage, and federal employees were not the only people injured or killed.



On an upper floor of the Murrah Building, a "widow maker" is strapped to a supporting column to prevent the heavy object from falling and possibly injuring the workers below.



The upper floors of the Murrah Building's east end are displayed here. Several people were rescued from these "islands" via aerial ladders. There was no other escape for people trapped on the east side of the "Bowl" area.



First Lady Cathy Keating visits with Oklahoma Highway Patrol troopers after the April 26 Memorial Service near the Murrah Building.